



ANALYSIS OF MANAGEMENT PRACTICES AND CHALLENGES AT BOLE LEMI INDUSTRIAL PARK

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**ANALYSIS OF MANAGEMENT PRACTICES AND CHALLENGES AT
BOLE LEMI INDUSTRIAL PARK**

BY

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Declaration

I, hereby declare that the work which is being presented in this thesis entitled “**Analysis of Management Practices and Challenges at Bole Lemi Industrial Park**” is my original work. In compliance with internationally accepted practices, I have dually acknowledged and referenced all materials used in this work. I further confirm that this thesis has not been submitted either in part or in full for any higher education institutions for the purpose of earning any degree.

Daniel Teshome

Name

Signature

Date

Certificate

This is to certify that the thesis prepared by **Mr. Daniel Teshome** entitled “**Analysis of Management Practices and Challenges at Bole Lemi Industrial Park**” and submitted in fulfillment of the requirements for the Degree of Master of Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

Management of an industrial park is a combination of public relations and marketing, administration, infrastructure maintenance, new product development and sale of lots.

Industrial park management practices include providing guidance and support for the investors ,acting as a central coordinator to facilitate investors' interaction with various government agencies, serving as a facilitator to potential & existing investors as a one-stop shop and administrating, developing and creating sustainable economic benefits from a given industrial area are the key activities of industrial park management.

It also includes marketing, information, and procedural support, quick and effective responses to customer demands, initiatives to cut waste and pollution.

The key element of industrial parks is the management body, an entity provided by national legislation to manage, and coordinate companies and to develop more environmentally sustainable production practices.

In Ethiopia, while other sectors have rich experience in management practices the management of industrial park has not seen major improvements in this area. However, in spite of the newness of the industrial park in Ethiopia, opportunities for improvement are plentiful. The survey results describe that there are some challenges that have to be overcome and practices that should be improved in managing BLIP.

A Combination of both primary and secondary source data was used to collect the data. The primary data included interview and questionnaires. Secondary data involved publications, reports and documents of the park. Both quantitative and qualitative research methods were incorporated to address the objective of this study.

This study identified that lack of transportation, interruption of electric power, employee turnover, lack of skilled manpower, poor infrastructure facilities and logistics have been seen as major external factors that affect in managing BLIP.

This study also identified that even though the management team has skill to manage the park; having rich experience in park management has not been achieved yet.

This study recommends that as industrial park management concept is new for our country, experience should be shared from other countries and trainings of qualified personnel in management is needed to ensure effective management of industrial park. The study also recommends that the remaining one stop service (OSS) facilities should be started and the capacity of the already existing services has to be enhanced.

Key words: Industrial park; industrial park management; infrastructure; Bole Lemi industrial park, management practice, management body.

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Acronyms

ADLP: Agricultural Development-Led Industrialization

BLIP: Bole Lemi Industrial Park

BLIPM; Bole Lemi Industrial Park Management

ETDZ: Economic and Technological Development Zones

FDI: Foreign Direct Investment

FDRE: The Federal Democratic Republic of Ethiopia

GTP: Growth & Transformation Plan

IP: Industrial Park

IPDC: Industrial Park Development Corporation

LED: Local Economic Development

MoI: Ministry of Industry

OSS: One Stop Shop

PASDEP: Plan for Accelerated and Sustainable Development to End Poverty

SME: Small and Medium Enterprises

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Industrial park is an area with a distinct boundaries designated by the appropriate organ to develop comprehensive, integrated, multiple or selected functions of industries, based on planned fulfillment of infrastructures and various services such as road, electric power and water, one stop shop and have special incentive schemes, with a broad view to achieve the planned and systematic development of industries, mitigation of impacts of pollution on environment and human being and development of urban centers, and includes special economic zones, technology parks, export zones, export-processing zones, agro-processing zones, free trade zones and the like(AbebaGetu, 2017).

The success of industrial parks depends on efficient and responsive management. Management of an industrial park is a combination of public relations and marketing, administration, infrastructure maintenance, new product development and sale of lots.

Industrial park management practices include providing guidance and support for the investors, acting as a central coordinator to facilitate investors' interaction with various government agencies, serving as a facilitator to potential & existing investors as a one-stop shop and administrating, developing and creating sustainable economic benefits from a given industrial area are the key activities of industrial park management (Hyeyoung Cho., 2012).

It also includes marketing, information, and procedural support, quick and effective responses to customer demands, initiatives to cut waste and pollution.

Several factors are often posited to explain the failures of industrial park programs. Some are highly specific, such as poor industrial park management,insufficient investment in infrastructure and as a result poor infrastructure facility; poor implementation capacity and lack of authority; and lack of high-level support (Yannick S. and Luke J., 2014).

In the context of park, administrative model combines the administrative main body and management system of the park.

The key question is ‘what should the park’s managing practice look like? The rationality of the park management is reflected in respecting the international practice, in which a market economy is implemented (Alebel and *et al*, 2017).

Regarding possible challenges of industrial park management, scholars explored in their finding that lack of financial support, lack of supporting policy from the government, poor facilities of infrastructure and unavailability and inaccessibility of resources as a major challenge in managing industrial parks.

Not only that developing industrial park is new but also that industrial park management is a new phenomenon in Ethiopia. Thus, there is lack of experience in administering and managing industrial parks. Particularly, the management or operation of Parks is new to its Ethiopian staffs, and the domestic market may not supply the required manpower. This certainly affects the effective delivery of services for Park subjects (Alebel and *et al*, 2017).

The other important issues that need to be given due emphasis is identifying both internal and external factors that hinder in managing industrial parks so that the concerned body should play its role in tackling the potential challenges and providing remedial action. There is also risk of providing inefficient services to Park subjects due to weak or absence of well integrated or coordinated management system in the park. This may happen if the administrative body of a Park has not full power and professional capacity to make effective and timely decision rather than delaying (Alebel and *et al*, 2017).

The infancy of Industrial park management practice in Ethiopia needs serious attention loudly for its ultimate success, and must it be given a due concern by scholars for its continuous enrichment.

The immense investment of Ethiopia out of its scarce resource for development of industrial park without efficient industrial park management practice is disastrous for the nation.

In Ethiopia, even though institutions for the industrial park development are in place, since industrial park management requires effective and efficient administrative system and highly professional skills and experiences as well as commitment, how should a particular industrial park be managed is still a question.

Therefore, in Ethiopia as industrial park and its management is a new program that needs deep understanding, identifying its management nature, forwarding best industrial park management practices and identify both the positive results and major challenges and assessing how the park is being managed and then to come up with relevant and practical recommendations are significant to know what is really happening on the ground. The aim of this study is to assess the performance and practices of BLIPM and to identify challenges in managing Bole Lemi Industrial park (Alebeland *et al*,2017).

1.2.Back Ground of Bole Lemi Industrial Park (BLIP)

Currently there are a total of 11 industrial parks operated or owned by IPDC in the country. Bole Lemi industrial park is one of the parks on which the research focuses. The Bole Lemi industrial park is found in eastern Addis Ababa, within Bole Sub-city at a distance of approximately 15-20kms from the city center and it lies on a total area of 342ha.

Bole Lemi industrial park is already operational and it is Ethiopia's first industrial park developed by IPDC with a focus on exports. The park has started operation in 2014, with all pre-erected factories already rented-out to more than 11 different corporations including several investors from Taiwan, China, India and South Korea in sectors such as textile, garment and shoe production, creating about 10,000 jobs. Almost 95 percent of the products are supplied to foreign market and thereby enhance the nation's currency earning capacity. Moreover, the firms use local raw materials such as skin and hides as an input for their products.

The industrial park has an administration building that will serve for the administration of the entire industrial park and for providing on-site services delivery. According to MoI, Bole Lemi tenants would not be required to go to the various licensing authorities found in different parts of Addis Ababa city and could process all land investment and operational licensing issues within the industrial park one-stop service center. The industrial park is expected to include all on-site infrastructures such as power, water, drainage, sewerage, connections to waste treatment plant and telecommunications, connecting roads and on-site pre-built facilities.(FDRE Ministry of Industry, 2014).

Table 1. Operating companies at Bole Lemi IP

No	Company	Country of origin	Sector	Estimated/Planned investment(US\$)	No. of employees	Building in m ²	No. of sheds
1	New wide garment Ethiopia branch company plc	India	Garment	1,000,000.00	340	11000	1
2	Georgeshoe Ethiopia Plc	China	Leather	5,750,000.00	1100	16500	2
3	ShintsETP Garment Plc	South Korea	Garment	7,670,000.00	2500	38500	5
4	KEI industrial engineering consultancy Plc	South Korea	Garment	2,000,000.00	126	5500	1
5	Vestisgarment production plc	India	Garment	575,000.00	150	5500	1
6	JAY Textile Plc	India	Garment	2,000,000.00	937	27500	3
7	NittonApparels manufacturing plc	China	Garment	4,000,000.00	200	11000	1
8	C&H garments plc	China	Garment	5,000,000.00	250	5500	1
9	Ashtonappael manufacturing plc	India	Garment	5,000,000.00	648	16500	2
10	LYUshoutao factory plc	China	Leather	700,000.00	194	5500	1

Source: Overview of Investment Opportunities & Policies in Ethiopia, 2016

1.3. Statement of the Problem

The immense investment of Ethiopia out of its scarce resource for development of industrial park without efficient industrial park management practice is disastrous for the nation.

Efficient operation of industrial park management is one of the success factors of industrial parks. Failure to do so will result in the government wasting tens or hundreds of millions of tax-payer money in infrastructure (Arthur D. Little, 2014). Industrial park management meant to streamline and facilitate the activities of the investors. But many of the management practices and facilities haven't become fully operational and implemented at Bole

Lemi industrial park (Yoseph M., 2017). The infancy of industrial park management practice at Bole Lemi industrial park in particular and in the other industrial parks of Ethiopia at large needs serious attentions loudly for its ultimate success, and must it be given a due concern by scholars for its continuous enrichment.

In Ethiopia, even though institutions for the industrial park development are in place, since industrial park management requires effective and efficient administrative system and highly professional skills and experiences as well as commitment, what the park's managing practice should look like, is still a question (Alebelet *et al.*, 2017).

This is mainly due to the fact that industrial park development is only a recent phenomenon in the country. Moreover, lack of comprehensive regulatory framework (such as absence of comprehensive legal, policy and organizational frameworks) makes the effort more challenging. In these regard, there is knowledge gap in how to manage industrial park (Alebelet *et al.*, 2017).

Therefore, in Ethiopia as industrial park and its management is a new program that needs deep understanding, identifying its management nature, forwarding best industrial park management practices and identify both the positive results and major challenges and assessing how the park is being managed and then to come up with relevant and practical recommendations is the aim of this study.

1.4. Research Questions

The following research questions are set to find answers to those issues:

1. How is Bole Lemi industrial park being managed?
2. What are the gaps in managing the park?
3. What are the main internal and external challenges that hinder the management practices?
4. What should be recommended to solve the management problem at Bole Lemmi Industrial Park?

1.5.Objectives of the Study

1.5.1. General objective

To assess practices and challenges of Bole Lemi industrial park management.

1.5.2. Specific objectives:

To know how the park is being managed.

To identify gaps in managing the park.

To identify the main internal and external challenges that hinder the management practices of the park.

To suggest research based recommendations how the park management problems can be solved.

1.6. Definition of Key Terms

Industrial park management- is a combination of public relations and marketing, administration, infrastructure maintenance and new product development.

Tenant-investor (company) working at the park

Cluster-A number of companies grouped together in one place

One stop shop-is a kind of office where a number of services are given at one place.

Industrial park- is an area zoned and planned for the purpose of industrial development.

1.7. Significance of the Study

Both conceptual and empirical evidence show that industrial parks are key instruments for attracting investment, promoting technological learning, upgrading and innovation, and generating employment, and thereby achieve economic transformation. For this reason, Ethiopia considers Industrial Park Development as one of the major policy tools towards industrialization.

As part of this effort, there are few industrial parks already established in Ethiopia. However, little is known on how to manage the industrial parks. This is mainly due to the fact that

industrial park development is only a recent phenomenon in the country. Moreover, lack of comprehensive regulatory framework (such as absence of comprehensive legal, policy and organizational frameworks) makes the effort more challenging. In these regard, there is knowledge gap in how to manage industrial park (Alebelet *et al.*, 2017).

In Ethiopia, even though institutions for the industrial park development are in place, since industrial park management requires effective and efficient administrative system and highly professional skills and experiences as well as commitment, what the park's managing practice should look like, is still a question (Alebelet *et al.*, 2017).

There are common issues that arise in relation to industrial park management. These issues should be well investigated as the experiences of other countries shows that Ethiopia should have clear understanding to these issues. Some of these issues are related to lack of experiences and skill in park management. This study helps to know the best practices how a park can be managed.

This study gives highlights of industrial park management practices and its challenges for the industrial parks that already started operation, and for many more that are under-construction, for the government, for the stakeholders, for further studies and to forward some issues which help in future industrial park development activities in Ethiopia.

1.8. Delimitation/Scope/of the Study

The study is limited to the management of Bole Lemi industrial park. The decision to limit this research to Bole Lemi Industrial park was based on two reasons: The first one is the park is already operational and it is the first Ethiopian industrialpark. The second reason is that as the concept of industrial park is vast and takes time, this research is limited to the management part of the park.

1.9.Limitationof the Study

Some of the limitations encountered during the whole processes of this study include difficulties to obtain information that is considered as sensitive by the officials. Moreover, obtaining accurate, up-to-date and complete data on the organizational structure of the park

and some documents which are related and important for the study was a big challenge. There was lack of willingness to disclose these documents also.

Moreover, one of the tools used to collect qualitative data for this study was open ended questions. But some of the respondents are not willing to respond to such type of questions.

1.10. Organization of the Study

The study is organized in to five chapters. Chapter one is an introductory part, where an overview of the study, problem statement, objective, research questions, definition of key terms, delimitation and limitation of the study, and organization of the study has been provided. Chapter two provides conceptual and theoretical perspective of industrial park and its management, the need for establishing IP in Ethiopia, policy& legal guidelines of managing IP in Ethiopia, IPM practices in Ethiopia and IPM practices of some countries. Chapter three deals with research design and methodology while the fourth chapter presents the research results and discussion. Last but not least, the summary, conclusions and recommendations of the study were presented in chapter five.

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

2.1. Industrial Park Management Practices

Various scholars and researchers have come up with theories in their attempt to explain how an industrial park has to be managed. Hyeyoung Cho. (2012) defined industrial park management as it is a combination of public relations and marketing, administration, infrastructure maintenance, new product development and sale of lots.

According to Hyeyoung, the success of industrial parks depends on efficient and responsive management. In addition, the paper suggested that a park's managing company must provide guidance and support so that business planning is conducted smoothly. This includes marketing, information, and procedural support, quick and effective responses to customer demands. Initiatives to cut waste, pollution, and traffic congestion are likely to be at the top of the agenda for those involved in managing more sustainable industrial areas. These issues further justify the need to provide a comprehensive policy framework (Hyeyoung Cho., 2012).

Jarmila V., (2010) discussed that as effective development of industrial parks required well-arranged systems and organizations, follow-up management of industrial parks require systematic management systems and organizations.

The literature also further described that management of an industrial park usually follows three-phase program. First, the coordination of construction planning activities and timing is very important. Second, the absorption period depends mainly on sale and leasing pace and price level. Finally, the last phase is concerned with long-term investment management which focuses on regular inspections.

Hyeyoung Cho., (2012) listed out the best practices of industrial park management as follows:

Developing strong marketing capacity focusing on promotional strategies towards attracting investors, providing guidance & support for the investors, taking initiatives to mitigate waste & pollution, responsiveness, creating linkage b/n tenants, acting as a central coordinator to facilitate investors' interaction with various government agencies, serving as a facilitator to potential and existing investors as a one-stop shop, administrating, developing and creating

sustainable economic benefits from a given industrial area, Promoting internal and external communication among companies, institutions and other stakeholders operating for and in the IP and monitoring the performance of industries towards environmental protection. The best practices of industrial park management explained in detail as follows:

2.1.1. Role in attracting investors

Industrial park management plays a vital role in attracting investors. Strong marketing capability and focused promotional strategies are expected from the management to attract potential investors to the park .In addition, the development of infrastructure and facilities of the park is also one of the primary factors in attracting investors into the park (Tessitore, 2015).

2.1.2. Managerial skills & experience

To ensure efficiency of operation of the industrial park, adequate technical and managerial skill, knowledge and experience are very crucial. Powerful leadership is one of the key success factors for industrial park. The park management should have managing capacity and be able to successfully meet the park's objectives and expectations. If not managed properly, because of lack of skill and experience, there is the possibility that a park may not be able to attain the stated objectives (UNIDO, 2012).

2.1.3. Monitoring of companies towards environmental protection

The management of the park has to monitor regularly the environmental performance of the companies. It should also promote the environmental protection. The experiences of some countries show that rather than enhancing quality of life, IPs are growing and operating in an unsuitable fashion. They are often run down spaces, marked by social and environmental problems (UNIDO, 2012).

2.1.4. Responsiveness

The success of industrial parks depends on efficient and responsive management. Quick and effective responses to customer demands are key factors for the success of industrial parks. (UNIDO, 2012)

2.1.5. Acting as a central coordinator

The management body of a park has to create investor-friendly by-laws to act as a central coordinator to facilitate investors' interaction with various government agencies, it can influence the government to provide schemes such as tax holidays (exemption), in order to attract potential investors (Arthur D. Little, 2014).

2.1.6. Promotion

The IPM body has to promote the development of the IP. The management body should not limit itself to maintenance of the facilities and supervision of activities, but also play a dynamic role by promoting the services offered by the estate among potential investors (CajO.Falcke, 1999).

2.1.7. Guidance and support

A park's managing body must provide guidance and support to tenants so that business planning is conducted smoothly. This guidance and support includes marketing, information, procedural support, and troubleshooting (UNIDO, 2012)

2.1.8. Initiative to cut waste and pollution

As stated in the literature, initiatives to cut waste and pollution are likely to be at the top of the agenda for those involved in managing more sustainable industrial areas. The regulatory system should establish rules for encouraging interaction with local actors of the territory and should be clear and transparent, especially on the issues related to waste disposal/emission protection. The parks bring together business that co-operate with each other and with the local community to reduce waste and pollution, to share resources efficiently and to help achieve sustainable development to increase economic gains and improve environmental quality (UNIDO, 2012).

2.1.9. System and organization

As well-arranged systems and organizations are essential and success factor for effective development of IPs, systematic management systems and organizations must be provided for successful management of the parks. An effective development of IPs requires well-arranged systems and organizations, follow up management of IPs require systematic management and organizations (Hyeyoung Cho., 2012).

2.1.10. Governance structure

Arthur D. Little (2014) identified three benefits of having a governing entity/managing body:

According to the literature, the first benefit is to ensure seamless coordination among multiple parties. Large industrial complexes that deal with multiple stakeholders, such as government and various agencies, investors and etc., will benefit from a single point of contact.

The second benefit is to ensure the formulation of integrated development plans. A large industrial complex needs an entity to plan and execute plans such as for land preparation, infrastructure, facilities, utilities and peripherals. This entity can serve as a developer or master planner in the coordination of these various activities.

The last but not the least benefit identified by the literature is that is to source and manage funds in order to finance the development of infrastructure and facilities in and around the park.

The literature also further explained that having a sound governing entity can also bring strong marketing capability and focused promotional strategies to attract investors (Sara T.*etal.*, 2015).

When we mean the governance of the park specifically we are focusing on the issues of provision of legitimacy, structural functions of the park, legal and institutional arrangement, legally defined roles and responsibility of concerned parties, leadership direction and operational activities of entities of the park.

Leadership, which articulates and maintains the direction of business project, consists of management which is responsible for the day-to-day operation of the park and for monitoring the external environment to respond to any changes that are occurring.

A governing body is the top management authority that oversees all program activities and policy direction to the management (BirukGizaw, 2015).

2.2. Industrial Park Management Practices of Some Countries

2.2.1. The Practices of U.S.A

When we see the industrial park management practices of U.S.A, USAID (2017) referred that there are two possibilities for industrial park management:

According to USIAD,the first one is carried out through a Local Economic Development(LED) office by which it needs to be responsible for industrial park management in coordination with all relevant local government institutions .LED office is responsible for the first offer and negotiation with the potential investor.

LED office also develops criteria and conditions for contract preparation with investors, whenever the local government controls the land (investors need to subscribe to invest certain amount of money for certain period of time).

One of the LED office responsibilities is preparation of incentives packages for investors. Incentives should be suggested to the city/municipal leadership and upon approval, submitted to the city/Municipal assembly for adoption.

In USA, combination of various activities regarding direct FDI attraction activities makes LED office a perfect choice for industrial park management.

Additional opportunity for quality service providing to industrial park tenants is business association establishment. The basic idea of this association of investors within an industrial park is to identify common interests/needs and joint agreements with LED office. This includes a number of services provided to each company in the park. This model substantially decreases overhead cost incurred by each individual company (waste disposal, transport of employees and goods, cafeteria etc.)

The second one is through the industrial park itself-Industrial parks can be only those complexes of land which are controlled by operator (Public Utility Company or private company) and on which operator are providing additional services to its tenants.

In the second possibilities of managing industrial park in USA, the existing public enterprise can be responsible for IP management or a new legal entity can be established for this purpose. Its purpose is to facilitate activities fitted out with appropriate infrastructure. The

operator can be a domestic business entity or branch of domestic and/or foreign business entity that holds the ownership right and/or right to use or long-term lease the land included in the industrial park, that manage the industrial park by selling and/or leasing and facilities.

2.2.2. Practices of Asia

China

In China, IPs are managed by the provincial government, which again are under the directive of the State Council. There is a managing committee, which is under the control of the province and city government in each city where IPs are established, that manages the parks. This managing committee has been empowered with economic management rights and compatible administrative rights to run the parks with high efficiency, providing “One Stop” service to investors, and responsible for creating a good investment environment.

The main functions of the managing commission is planning and organizing implementation; examining and approving investment projects in the parks; registration of enterprises operated in the parks; coordinate the working relation of bank, insurance, taxation, etc; administering labor matters; responsible for facilities; and supervising the implementation and enforcement of laws and orders in the parks. A special characteristic of the Chinese industrial parks are the development companies. The task of the development companies are covered in the Regulations of the People's Republic of China on Special Economic Zones. These companies are a kind of state-owned conglomerate with very comprehensive responsibilities (Alebelet *al.*, 2017).

All industrial parks in China pay increasing attention to the sustainable development. They will provide more integrative establishments that can provide more stable and healthy investment environment for foreign investors.

The industrial parks are paying more attention to optimize the industrial structure when they develop circular economy. Some of them published some policy to encourage the high-tech industries’ development, which will provide more opportunities for foreign investors.

The Chinese industrial parks are trying to perfect the service system, enhance the service ability in field of manufactory techniques, environmental management and business

management when they develop the circular economy. On the other hand, the Chinese industrial park hope more and more foreign consulting and service companies invest there and support the circular economic construction(Robert Holländer*etal.*,2009).

The main functions of the managing commission is planning and organizing implementation; examining and approving investment projects in the parks; registration of enterprises operated in the parks; coordinate the working relation of bank, insurance, taxation, etc; administering labor matters; responsible for facilities; and supervising the implementation and enforcement of laws and orders in the parks.

The managing commission acts as regulatory authority of the ETDZ. The managing commission generally consists of a chairman, a vice-chairman and several commissioners. In most instances, it also has a general accountant and a general economist. The Commission is organized and controlled by the city government of the ETDZ, and it exercises its power within the scope of authority delegated by the city government. The Commission is often given extensive quasi-legislative and administrative powers to govern the ETDZs. It is also empowered to formulate the development plan of the ETDZ, and, once the plan is approved by the city government, to implement it. The Commission has exclusive power to administer the basic business supporting services, public utilities and other public facilities of the Zone, and to set standards for fees and charges. The Commission is also responsible for the examination and approval of investment projects and the administration of export and import activities of the Zone (Alebelet *al.*, 2017).

The Commission exercises its authority through a variety of departments under its leadership. The number and names of these departments vary among the ETDZs, though they are substantially similar in operation. In the Tianjin ETDZ, for example, eleven departments or offices under the Commission are responsible for the daily, routine administration of the Zone.

With regard to the business supporting institutions of the ETDZ, they are considered to be quasi-official in nature and independent business entities in their economic dealings. These institutions take the form of corporations and are set up by the city governments. They operate primarily in the areas of power and water supply, highway and site construction, housing, and

communications. They also provide basic consultation and liaison services for both domestic and foreign investors. Consequently, they play a leading role in the development of the ETDZs and the creation of an amicable investment environment. Thus, the organizational structure of these business supporting institutions takes either (1) a general corporation with several supporting subsidiaries providing service in each specific area; or a few independent supporting corporations each specializing in a particular field(Alebelet *al.*, 2017).

2.2.3. Practices in Europe

Italy

Sara T.etal, (2015), discussed that in Italy, the key element of Italian Industrial Parks is the management body, an entity provided by national legislation to manage and coordinate companies and to develop more environmentally sustainable production practices.

In some instances, the management of IPs is assigned to proactive institutions that were attempting to encourage the formation of links between tenants. In many other case studies, the IP manager is a public institution or the biggest company of an IP.

In the framework of managed industrial park and business, the IP management body plays a vital role. A pivotal element for an Italian IP is represented by one sole coordinator that is responsible for the managerial and organizational elements. The IP management body aims at grouping the needs of settled enterprises and satisfies common requests.

The IP management body operates to ensure that IP companies engage in the pursuit of sustainability. It manages the productive areas that implement actions for environmental improvement and socio-economic development. The IP management body manages the services and the infrastructure of the area, monitors the environmental performance and promotes internal and external communication between companies and institutions and other stakeholders operating for the IP.

The public regional institutions defined the role of the IP management body as preventing pollution, protecting the health and safety of workers, reducing the pressures on the environment and introducing sustainable solutions with relation to logistics and access to IP production.

2.3. Possible Challenges of Industrial Park Management

Regarding possible challenges of industrial park management, scholars explored in their finding that lack of financial support, lack of supporting policy from the government, poor facilities of infrastructure and unavailability and inaccessibility of resources as a major challenge in managing industrial parks. These major possible challenges of industrial park management are explained as follows:

2.3.1. Luck of supporting policy from government

BirukGizaw(2015),provided a description of the importance of developing supporting policy for industrial park. He explained that consistent political leadership at the highest level is critical to the success of IP programs. One of the most important success factors for IP programs is strong support and active commitment to the program at highest levels of political leadership. Developing supporting policy for the parks and supporting and follow up in implementing the policy has to be the primary agenda of a government while developing industrial parks.

2.3.2.Luck of allocation of funds and budget from government

Sara T. *etal.*, (2015) explored in their finding that lack of financial support from the government is the major challenges of industrial park management .In order to finance the development of infrastructure and facilities in and around the park budget has to be allocated to the park.

The experience of some countries show that the park receives an annual budget from the government under which it is established, and may receive grants from the government for the administrative activities. It can also have separate development and operational funding pools under its management. Budget allocation from the central government also contributed to the success of a park. The IP management body needs funding to carry out the management and development of the productive area.

2.3.3.Unavailability and inaccessibility of resources

Industrial park development programs that focus on comparative advantage can quickly attract investment. Comparative advantages includes, low cost labor and large supply of labor, low cost manufacturing location, natural resources ,availability on input etc.

2.3.4. Luck of infrastructure facilities

The development of the infrastructure and facilities of the park is one of the primary factors in attracting investors into the park. Infrastructure facilities are necessary for efficient development of industrial parks-ports, roads, water supply facilities; railroads, communications, electrical facilities, the state, local government or the suppliers of such facilities first shall provide assistance. Because of poor infrastructure, there will be high operational cost, poor environmental practices, and cause pollution and traffic congestion. Everything must be perfect-transport, power, water, waste water and solid treatment, internet, etc. Guarantee of no power failure by local government or IP having multiple power supply options.

2.4. The Need for Establishing Industrial Park in Ethiopia

Much has been said about the success story of the Ethiopian economy. The country registered a double-digit economic growth in the past decade, which is expected to continue in the years to come. This success can be attributed to many factors, amongst which to the development policy and strategy of the government.

The key strategy which will be given due emphasis is the development of industrial parks and clusters. To improve fast engagement and timely commissioning of projects, adequate emphasis will be given to provide infrastructures, avoid rent seeking in relation to land and curb problems associated with customs and logistic services. Emphasis will also be given to attract investments by building industrial parks on identified lands by the government, private, or joint arrangements. This strategy has very clear national vision aiming to achieve middle-income status by 2025 while developing a climate resilient economy (National Planning Commission, 2015).

The lion's share of this economic growth goes to agriculture which accounted, in 2014–2015, for about 38.8 percent of the Gross Domestic Product (GDP), 90 percent of the foreign currency earnings and 85 percent of employment. In the same fiscal year, the industrial sector, which mainly comprises SMEs, accounted for about 15.2 percent of the GDP. The service sector comprising social services, trade and real estate among others accounted for about 46 percent of the GDP.

The Government of Ethiopia has given due attention to the agricultural sector through its successive policies and strategies such as, PASDEP and the Growth and Transformation Plan (GTP). However, as clearly indicated in the policies and strategies and the GTP II, the manufacturing sector must achieve annual growth of 24 percent and increase its contribution to export revenues from the current 10 percent to 25 percent. The export revenues of the whole economy should register an annual growth of 29 percent. To ensure a sustainable development of the economy, the part of agriculture in the total economy should be reduced and more labor should move to the industry. In order to realize this, the government created enabling conditions to encourage both domestic and foreign private investment and has been heavily investing on infrastructure, energy, rural finance, research, access to improved technology and information, market development, agricultural extension services, promotion of cooperatives, among others(The Ethiopian messenger,2016).

To realize the ambitious development plan of the country aiming to rapid industrialization nurturing manufacturing and agro-processing industries, to accelerate economic transformation and attract domestic and foreign direct investment, the Ethiopian government came up with the decision to develop industrial parks providing the necessary services and facilities for industries. Two kinds of industrial parks are being developed: large, medium and light scale industrial parks on the one hand, integrated agro-industrial parks on the other hand.

In order to ensure a proper management of the industrial parks, the Ethiopian Government came up with the Industrial Parks proclamation 886/2015 providing that industrial parks can be developed by any profit-making public, public-private or private enterprise. This includes the Industrial Parks Development Corporation (IPDC), which is in charge of managing the development of large, medium and light industrial parks and the ministries of industry and agriculture, which are responsible for the integrated agro-industrial parks development.

The key objective of the proclamation is to regulate the designation, development and operation of Industrial Parks that attract productive domestic and foreign direct investment thereby upgrading industries and generate employment. Besides, the proclamation is made by recognizing the need to enhance export promotion, mitigation of environmental pollution,

economical land use and establishment and expansion of planned urban centers through establishment of Industrial parks in strategic locations (FDRE, 2015).

The investment is open to national, domestic and foreign investors. The industrial parks developers are entitled to develop their own industrial parks, either independently or through public-private partnership with IPDC. With regard to large, medium and light industrial parks, IPDC is mandated as a facilitator of land bank and main infrastructure provider for private industrial park developers so as to realize the national industrialization agenda of the country in the coming years.

The Industrial Parks Development Corporation was established in 2014 by the Council of Ministers (Regulation 326/2014), with a mandate to develop, operate and administer wide ranges of industrial parks in the country through lease, transfer and sale of land and constructions (Mesfin Tafesse and Asso., 2015).

The IDPC is designated to prepare a detailed national industrial parks master plan based on the national master plan of the Regional States or the two City Administrations (Addis Ababa and Dire Dawa). The Corporation is also empowered to serve as industrial land bank in accordance with the agreement concluded with Regional States and the City Administrations.

The country is targeting USD 1 billion of annual investment in industrial parks over the next decade to boost exports and make it Africa's top manufacturer. The government has plan to invest half of the USD 10 billion needed for zones across the country that will house textile, leather, agro-processing and other labor intensive factories in the parks. Ethiopia had failed to reach the targeted a 15-fold increase in textile and leather exports to USD 1.5 billion in the First GTP Plan that ended in "because of lack of specialized parks with services including utilities, banks, customs and transport links".

Thus, IPDC is vigorously working to develop 100,000 hectares of land between 2016 and 2025, for a total factory floor area of 20 million m². The below are industrial parks operated or owned by IPDC in the country. (Ethiopian Messenger, quarterly magazine).

Ethiopia is envisaging to be an industrial and a high income country within the next four to five decades. To realize this, it adopted an Agricultural Development–Led Industrialization (ADLI) strategy and formulated and implemented successive medium term plans since 1995.

This strategy requires sound institutional arrangements that facilitate and enhance the development and expansion of enterprises of different sizes. Currently, based on lessons from the first GTP, it is learned that the key institutional constraints that hinder the development and expansion of large-scale manufacturing industries are capital and those related to land acquisition, customs and logistic services and low capacity and absence of coordinated effort in the development and provision of infrastructure and public services.

Among these key constraints, rent – seeking behavior in land provision and problems related to attitudes for the change in the land use pattern especially in rural areas; lack of reliable supply of road, power, telecommunication, water supply; absence of industrial effluents system; and poor provision of services in custom, visa and banking are key bottlenecks for the rapid development and expansions of the manufacturing sectors. The experiences of other countries, which have gone through similar stages of development, reveals that Industrial Park Development is one of the policy instruments that can be used to effectively address these constraints.

Therefore, Ethiopia aims to use IP development as a tool to catch-up and sustain development through export growth, human capital development, technological learning, upgrading and innovation and for employment generation(Alebelet *et al.*, 2017).

2.5. Policy and Legal Guidelines of Managing Industrial Park in Ethiopia

The policy system of a park is used to promote the development of the park. Therefore, it is essential to consider certain key issues that are crucial to realize the goal in designing the policy system of the park. Generally, the policy should have a clearly defined purpose, direction and instrumental function so as to serve its aim.

Main direction of policies that encourage certain achievements include, but not limited to, policies to encourage industrial investment, infrastructure investment, technological advancement, employment, export, environmental protection, technological research and development, talent attraction, etc. The key issue here is that one should give special attention to the accuracy of the policies to avoid ambiguity and conflict among the policies. In addition, the implementation of the policies should be closely monitored and analyzed if they actually meet their intended objectives.

With regard to large, medium and light industrial parks, IPDC is mandated as a facilitator of land bank and main infrastructure provider for private industrial park developers so as to realize the national industrialization agenda of the country in the coming years.

The Industrial Parks Development Corporation was established in 2014 by the Council of Ministers (Regulation 326/2014), with a mandate to develop, operate and administer wide ranges of industrial parks in the country through lease, transfer and sale of land and constructions (Mesfin Tafesse and Asso, 2015).

The IPDC is designated to prepare a detailed national industrial parks master plan based on the national master plan of the Regional States or the two City Administrations (Addis Ababa and Dire Dawa). The Corporation is also empowered to serve as industrial land bank in accordance with the agreement concluded with Regional States and the City Administrations.

Towards making IPs an effective institutional arrangement that enhances the transformational process for industrialization, the Ethiopian government has formulated an Industrial Park Proclamation. It was approved by the Parliament of the House of People's Representative on 9th April 2015 (Proclamation No. 886/2015). The key objective of the proclamation is to regulate the designation, development and operation of Industrial Parks that attract productive domestic and foreign direct investment thereby upgrading industries and generate employment. Besides, the proclamation is made by recognizing the need to enhance export promotion, mitigation of environmental pollution, economical land use and establishment and expansion of planned urban centers through establishment of Industrial parks in strategic locations.

2.6. Industrial Park Management Practices in Ethiopia

In order to ensure a proper management of the industrial parks, the Ethiopian Government came up with the Industrial Parks proclamation 886/2015 providing that industrial parks can be developed by any profit-making public, public-private or private enterprise. This includes the Industrial Parks Development Corporation (IPDC), which is in charge of managing the development of large, medium and light industrial parks and the ministries of industry and agriculture, which are responsible for the integrated agro-industrial parks development.

In Ethiopia, according to Alebelet *et al.*, (2017), the following are the major institutions which are in charge of managing the parks:

(i) Regulatory body: The regulator is the Investment Board, consisting of members from different organs and chaired by the Prime Minister of the country. The Ethiopian Investment Commission ensures if the IP regulatory environment is streamlined and running efficiently. EIC reports to the PM directly and is a secretary to the Investment Board. The regulator should have sufficiently broad powers and appropriate authority to execute its mandates, which include:

- Designates land as Parks,
- Licensing and permitting of developer, operators, and enterprise,
- Issues IP operating procedures, often in coordination with the developer,
- Coordinates all public agency inputs,
- Monitors and enforces compliance,
- Ensures “regime integrity” and delivery,
- Promotes streamlining of investor-government interface,
- Controlling Site Development and Investment, and
- Oversees service standards (where existing public agencies have a reputation for poor service, the IP regulator can work with them to improve performance standards, through regulations and MOUs).

(ii) Park Developer: A developer can either be a private or public or a public-private partnership (PPP). The developer finances, designs, plans, and manages development of infrastructure and facilities.

(iii) Park Operator: The operator manages day-to-day service provision to investors, tenants, and residents. The operator markets and leases or subleases developed land and/or buildings and provides or contracts for solid waste removal and treatment, maintenance, security, etc.

Even though the above institutions are in place, since IPD requires effective and efficient administrative system and highly professional skills and experiences as well as commitment, how should a particular industrial park be administered is also a question.

Currently the Ethiopian IPD management activity is mainly given to IPDC. The current proclamation provides IPDC as a regulator while at the same time a developer and/or operator. Not only that IPDC is a new organization but also that IPD is a new phenomenon in Ethiopia. Thus, there is lack of experience in administering and managing both the corporation and the Parks. Particularly, the administration or operation of Parks is new to its Ethiopian staffs, and the domestic market may not supply the required manpower. This certainly affects the effective delivery of services for Park subjects, unless IPDC provides attractive incentives to the limited capacity available in the country or hire foreign Park operator to administer the Park as a business entity. Due to lack of experience, there might be also risk of ensuring sustainable sources of resource for the Public Park by IPDC. There may also be weak promotional work to attract the ‘right’ enterprises into public Parks due to lack of experience.

There is also risk of providing inefficient services to Park subjects due to weak or absence of well integrated or coordinated administration system in the Parks. This may happen if the administrative body of a Park has not full power and professional capacity to make effective and timely decision rather than delaying. It may also happen if the administrative body (the final decision making body of the Park) are not selected based on their level of commitment, managerial capacity and/or members are not from the right institutions (Alebelet *et al.*, 2017).

CHAPTER THREE:RESEARCH DESIGN ANDMETHODOLOGY

3.1. Research Design and Methods

3.1.1. Research design

After conducting a literature review on industrial park and its management, a survey questionnaire was developed. The research design employed in this study was descriptive survey research design .In this research, empirical data was collected from management team members, staff and experts of BLIP, officials, experts and staff of IPDC including deputy CEO of IPM at IPDC and management team members and staff members of companies working at BLIP and then quantitative data was analyzed using SPSS and Excel. The qualitative data was prescribed and analyzed to identify challenges and asses performance of BLIPM in managing the park.

3.1.2. Research methods

Both quantitative and qualitative research methods were incorporated to address the objective of this study. The study was conducted using both the library research method and field research method. Library research method was used by analyzing documents and reports that show the management system of Bole Lemi Industrial park. The field research conducted by using two research instruments namely interview and questionnaire. The current practice of management of BLIP (Bole Lemi Industrial Park) was under observation to add some qualitative aspect to the study.

3.2. Population and Sample Size of the Study

The target population of the study comprised of management team, experts and staff of Ethiopian Industrial Park Development Corporation (IPDC), Bole Lemi Industrial Park and companies working at the park.

Although a large number of staff and offices is present both under IPDC and BLIP, sincethepractices and challenges of industrial park management are much more related with managerial and relevant expertise functions, the researchers focus purposefully on managers, experts and staff which are related to the issue. Therefore the population in this case is 30. The sampling technique is purposive. This is because purposive sampling is considered more

appropriate when the population happens to be small and the researcher considered that the sample can be representative of the whole.

Four groups of participants were involved in the study. The first group represented management team of IPDC. The second group consisted investors of the park. The third group included Bole Lemi management team. The fourth group represented Bole Lemi industrial park and IPDC staff and experts.

There are two alternative approaches for determining the size of the sample. The first approach is to specify the precision of estimation desired and then to determine the sample size necessary to ensure it and the second approach uses Bayesian statistics to weigh the cost of additional information against the expected value of the additional information. The first approach is capable of giving a mathematical solution, and as such is a frequently used technique of determining 'n'. For the purpose of this research, the first approach was chosen.

So, the sample size was determined using the following formula:

$$n = \frac{z^2 pq N}{e^2 (N-1) + z^2 pq}$$

where n is the sample size, N is the population size which is 30 in this case, $q = 1 - p$, p (sample proportion) = 0.02, z (as per table of area under normal curve for the given confidence level of 95.5%) = 2.005, $e = 0.02$ (since the estimate should be within 2% of true value).

Now we can determine the size of the sample using all the above information.

$$n = \frac{z^2 pq N}{e^2 (N-1) + z^2 pq}$$

$$n = \frac{2.005^2 \times 0.02 \times (1-0.02) \times 30}{0.02^2 (30-1) + 2.005^2 \times 0.02 \times (1-0.02)}$$

$$n = 2.36 / 0.09$$

$$n = 26$$

Therefore, the sample size is 26. The final sample of this study consisted of 11 investors at BLIP, 8 staff and experts both at BLIP and IPDC, 3 and 4 management team members of BLIP and IPDC respectively. Table B1 shows the list of participants involved in the study.

3.3.Data Collection Tools

A Combination of both primary and secondary source data was used. The primary data included interview and questionnaires. Secondary data involved reviewing publications, reports and documents of the park.

To assist with designing the questionnaire, the draft questionnaire was sent to a small group of experts at IPDC to comment on it.

The survey questionnaire consisted both closed-ended multiple choice and open-ended questions. The majority of these questions used the Likert scale, which is a five point scale commonly used in survey questionnaires where respondents are asked to express their level of agreement with a given statement.

The questionnaire were divided in two sets of questions; the first set identifying challenges in managing BLIP and the second set assessing the performance of BLIPM in managing the park. Based on literature review and comments provided by Industry park experts a preliminary list of potential challenges to manage industrial parks was created. This list of challenges was used to develop the first part of questionnaire in order to identify the challenges of BLIP in managing the park. Questions in the second set were used to assess the performance of BLIPM in managing the park. Four types of surveys were also developed for this study. While most of the questions were repeated in the four questionnaires, a number of questions were intended for a specific group of participants.

3.4. Data Analysis

Data analysis method took on both descriptive statistics. The structured questionnaires were coded in respect to questions for ease of electronic data processing. After tabulation, the data was coded to facilitate statistical analysis. On the quantitative data obtained, SPSS (Statistical Package for Social Sciences) package and Excel was used to analyze the data. Descriptive statistics such as percentages and frequency distribution were used. The qualitative responses from the interviews were transcribed and analyzed using content analysis.

3.5.Ethical Consideration of the Research

Ethical considerations are one of the most important parts of the research. Taking into consideration, the researcher tried to follow appropriate ethical guide lines and took a great care not to violet the right of respondents while conducting the research.

In the beginning of data collecting process, to ensure the willingness of the companies and participants, letters were written to the companies which state about the research and its objectives.

After a full agreement obtained from the companies and participants, questionnaires and interview questions distributed to them with the attachment of letter which explained the purpose of the research and confidentiality of their response. As a result, anonymity of individuals participating in the research was ensured. Misleading information, as well as representation of primary data findings in a biased way avoided .While formulating questionnaires and interview questions,non-offensive, simple and clear languages is used.

The works of other researchers, writers, authors etc. are acknowledged and cited properly. Plagiarism is also avoided.

The research results and discussions, conclusions and recommendations are free from the researcher's personal biases and opinions and this was reported only on the research based on research findings.

CHAPTER FOUR: RESEARCH RESULTS AND DISCUSSION

This Chapter shows the findings of the research, divided in two sections: Assessment of BLIPM in managing the park and challenges of BLIPM to manage the park .In this Chapter, responses have been compared among participants and with existing literature.

4.1. Assessment Result and Discussion of BLIPM in Managing the Park

In order to assess BLIPM a list of preliminary major IPM practices was created based on literature review and discussions held with EIPDC officials and experts.The following are a list of major IPM practices: Role in attracting investors, managerial skill and experience ,monitoring of companies/tenants towards environmental protection, procedural support to tenants ,responsiveness to requests ,coordination ,marketing activity and promotion of the park, guidance and support to the tenants, initiative to cut waste and pollution,system and organization ,roles and responsibilities,strategic goals and directions and functioning of governance structure .Result for this section are summarized in the following table.

a) Attracting investors

Table4.1Role in attracting investors

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	3	11.5	13.6	13.6
Disagree	4	15.4	18.2	31.8
Agree	12	46.2	54.5	86.3
Strongly Agree	3	11.5	13.6	100.0
Total	22	84.6	100.0	
Not applicable	4	15.4		
Total	26	100.0		

Source: Own survey data, 2017

The management body of a park has to play a vital role in attracting investors. Strong marketing capability and focused promotional strategies are expected from the management to attract potential investors to the park. In addition, the development of infrastructure and facilities of the park is also one of the primary factors in attracting investors into the park (Tessitore, 2015). In this study participants from the expert, staff and management groups were asked to describe their level of agreement with the statement: “The industrial park management is playing effectively its role in attracting investors”. A significantly high percentage of respondents, 12(54.5%) agreed and 3(13.6%) respondents reported that they strongly agree with this statement. In summary, 15(68.1%) respondents confirmed that the park management is playing effectively its role in attracting investors. Additionally 4(18.2%) respondents disagreed and 3(13.6%) respondents strongly disagreed with the statement. This study indicated that the BLIPM is doing its best in attracting investors. But the study also indicated that the management body should do (need to do) more in this regard.

b) Managerial skill and experience

Table 4.2 Managerial skill and experience

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	1	3.8	3.8	3.8
Disagree	5	19.2	19.2	23.0
Neutral	4	15.4	15.4	38.4
Agree	12	46.2	46.2	84.6
Strongly Agree	4	15.4	15.4	100.0
Total	26	100.0	100.0	

Source: Own survey data, 2017

To ensure efficiency of operation of the industrial park, adequate technical and managerial skill, knowledge and experience are very crucial. Powerful leadership is one of the key success factors for industrial park. The park management should have managing capacity and be able to successfully meet the park's objectives and expectations. If not managed properly, because of lack of skill and experience, there is the possibility that a park may not be able to attain the stated objectives (UNIDO, 17 – 18 April 2012). In this research, participants from the expert, staff and management groups were asked whether or not the managerial skill and experience of the Bole Lemi Park is working according to standard of quality expectations. Thus the survey findings revealed that a total of 16 (61.6%) respondents (12 agree and 4 strongly agree) indicated that the management has managerial skill and experience, 6 (23%) respondents (5 disagree and 1 strongly disagree) indicated that the management lacks managerial skill and experience, and 4 (15.4%) participants are neutral.

c) Monitoring of the companies

Table 4.3 Monitoring of the companies towards environmental protection

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	1	3.8	3.8	3.8
Neutral	7	26.9	26.9	30.7
Agree	14	53.8	53.8	84.6
Strongly Agree	4	15.4	15.4	100.0
Total	26	100.0	100.0	

Source: Own survey data, 2017

The management of the park has to monitor regularly the environmental performance of the companies. It should also promote the environmental protection. The experiences of some countries show that rather than enhancing quality of life, IPs are growing and operating in an

unsuitable fashion. They are often run down spaces, marked by social and environmental problems. This issue has a negative effect on people who work in IPs and live nearby. In this study, participants from the three groups were asked to describe their level of agreement with the statement: “The performance of the companies towards environmental protection is being monitored” .In a total more than half 18 (69.2%) participants(14 agree and 4 strongly agree) confirmed thatthe performance of the companies towards environmental protection is being monitored. One participants strongly disagreed and almost one fourth,7 (26.9%) of participants were neutral.

d) Procedural support

Table 4.4 Procedural support by BLIP management to the tenants

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	1	3.8	5.3	5.3
Disagree	1	3.8	5.3	10.6
Neutral	7	26.9	36.8	47.4
Agree	6	23.1	31.6	79.0
Strongly Agree	4	15.4	21.1	100.0
Total	19	73.1	100.0	
Not applicable	7	26.9		
Total	26	100.0		

Source: Own survey data, 2017

Participants from the expert, staff and management groups were asked to express their agreement whether there is procedural support or not from the park management body. It was found that, in a total 10(52.7 %)respondents (6 agree and 4 strongly agree)confirmed that there is procedural support from the management. Likewise 2 (10.6%)respondents (1 strongly disagree and 1 agree) expressed their disagreement with the statement and 7(36.8%) were neutral.

e) Responsiveness to the tenants

Table 4.5 Responsiveness

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Neutral	1	3.8	9.1	9.1
Agree	8	30.8	72.7	81.8
Strongly Agree	2	7.7	18.2	100.0
Total	11	42.3	100.0	
Not applicable	15	57.7		
Total	26	100.0		

Source: Own survey data, 2017

The success of industrial parks depends on efficient and responsive management. Quick and effective responses to customer demands are key factors for the success of industrial parks. Participants from the investors/tenants group described their level of agreement with the statement: “the industrial park management is responsive”. A significantly high percentage of respondents, 8(72.7%) agreed and 2(18.2%) respondents strongly agreed with the statement. In summary, a total of 10 (90.9%) respondents confirmed that the park management is responsive and 1(9.1%) respondent was neutral.

f) Coordination

Table 4.6 Coordination

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	2	7.7	8.7	8.7
Disagree	5	19.2	21.7	30.4
Neutral	3	11.5	13.0	43.5
Agree	9	34.6	39.1	82.6
Strongly Agree	4	15.4	17.4	100.0
Total	23	88.5	100.0	
Not applicable	3	11.5		
Total	26	100.0		

Source: Own survey data, 2017

The management body of a park has to create investor-friendly by-laws to act as a central coordinator to facilitate investors' interaction with various government agencies, it can influence the government to provide schemes such as tax holidays (exemption), in order to attract potential investors. Results from this study found that 9 (39.1%) respondents agreed and 4 (17.4%) respondents strongly agreed that the management body is acting as a coordinator, 5 (21.7%) respondents disagreed and 2 (8.7%) respondents strongly disagreed that the management is acting as coordinator and 3 (13%) responded neutral.

g) Promotion

Table 4.7 Promotion of the park by the management

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Neutral	3	11.5	21.4	21.4
Agree	7	26.9	50.0	71.4
Strongly Agree	4	15.4	28.6	100.0
Total	14	53.8	100.0	
Not applicable	12	46.2		
Total	26	100.0		

Source: Own survey data, 2017

The IPM body has to promote the development of the IP. The management body should not limit itself to maintenance of the facilities and supervision of activities, but also play a dynamic role by promoting the services offered by the estate among potential investors. Participants from BLIP management team and investors group were asked to express their level of agreement with the statement: “efforts are being exerted by the management body to promote the industrial park”. High percentage of respondents, 7(50%) agreed and 4(28.6%) respondents strongly agreed with the statement and 3(21.4%) participants showed a neutral position.

h) Guidance and support

Table 4.8 Guidance and support to the tenants

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	1	3.8	5.3	5.3
Neutral	5	19.2	26.3	31.6
Agree	8	30.8	42.1	73.7
Strongly Agree	5	19.2	26.3	100.0
Total	19	73.1	100.0	
Not applicable	7	26.9		
Total	26	100.0		

Source: Own survey data, 2017

A park’s managing body must provide guidance and support to tenants so that business planning is conducted smoothly. This guidance and support includes marketing, information, procedural support, and trouble shooting. Participants from the three groups were asked if there is guidance and support to the tenants by the management body. Survey findings revealed that 8(42.1%) participants agreed and 5(26.3%) participants strongly agreed that the management is guiding and supporting the tenants, one (5.3%) participants disagreed, and 5(26.3%) participants were neutral.

i) Initiation to cut waste and pollution

Table 4.9 Initiation to cut waste and pollution

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	1	3.8	4.5	4.5
Neutral	6	23.1	27.3	31.8
Agree	6	23.1	27.3	59.0
Strongly Agree	9	34.6	40.9	100.0
Total	22	84.6	100.0	
Not applicable	4	15.4		
Total	26	100.0		

Source: Own survey data, 2017

As stated in the literature, initiatives to cut waste and pollution are likely to be at the top of the agenda for those involved in managing more sustainable industrial areas. The regulatory system should establish rules for encouraging interaction with local actors of the territory and should be clear and transparent, especially on the issues related to waste disposal/emission protection. The parks bring together business that co-operate with each other and with the local community to reduce waste and pollution, to share resources efficiently and to help achieve sustainable development to increase economic gains and improve environmental quality. In view of that, participants from the three groups were asked to express their level of agreement with the statement: “the IPM has initiative to cut waste and pollution”. It was found 9 (40.9%) respondents strongly agreed and 6(27.3%) respondents agreed with the statement, one (4.5 %) respondents strongly disagreed, and 6 (27.3%) responses were neutral.

j) Availability of system and organization

Table 4.10 Availability of system and organization

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Strongly Disagree	2	7.7	9.1	9.1
Disagree	4	15.4	18.2	27.3
Neutral	7	26.9	31.8	59.1
Agree	4	15.4	18.2	77.3
Strongly Agree	5	19.2	22.7	100.0
Total	22	84.6	100.0	
Not applicable	4	15.4		
Total	26	100.0		

Source: Own survey data, 2017

As well-arranged systems and organizations are essential and success factor for effective development of IPs, systematic management systems and organizations must be provided for successful management of the parks. An effective development of IPs requires well-arranged systems and organizations, follow up management of IPs require systematic management and organizations. In this study, participants from the three groups were asked to describe their level of agreement with the statement: “the park has well-arranged systems and organizations”. Findings were more diverse than for the previous questions, with 4 (18.2%) participants agreed and 5 (22.7%) strongly disagreed with the statement, where 4 (18.2%) participants disagree and 2 (9.1%) participants strongly disagree with the statement and 7 (27.3%) being neutral.

Governance of the Park (BLIP)

When we mean the governance of the park specifically we are focusing on the issues of provision of legitimacy, structural functions of the park, legal and institutional arrangement, legally defined roles and responsibility of concerned parties, leadership direction and operational activities of entities of the park.

Leadership, which articulates and maintains the direction of business project, consists of management which is responsible for the day-to-day operation of the park and for monitoring the external environment to respond to any changes that are occurring.

A governing body is the top management authority that oversees all program activities and policy direction to the management.

Accordingly, different questions pertaining to governance related issues of the BLIP were asked to know the overall response of the respondents. The questions were: whether there are governance structure, clear objectives and direction; shared vision and mission; and clearly defined roles and responsibilities.

k) Governance structure

Table 4.11 Presence of Governance structure

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Neutral	2	7.7	18.2	18.2
Agree	5	19.2	45.5	63.7
Strongly Agree	4	15.4	36.4	100.0
Total	11	42.3	100.0	
Not applicable	15	57.7		
Total	26	100.0		

Source: Own survey data, 2017

Question regarding the existence of effective governance structure was addressed to the BLIP staff, expert, management team and IPDC survey participants. Accordingly, out of the total respondents, 5 (45.5%) respondents agreed and 4 (36.4%) respondents strongly agreed indicating that the park has its own governance structure, and 2 (18.2%) participants were neutral.

From the above information, we can conclude that, though the governance structure of BLIP companies is in place, the existing management of the BLIP is not properly positioned to give management decisions for problems encountered in the operational activities of the park.

1) Availability of defined objectives & directions

Table 4.12 Availability of defined objectives & directions

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	1	3.8	9.1	9.1
Neutral	1	3.8	9.1	18.2
Agree	5	19.2	45.5	63.6
Strongly Agree	4	15.4	36.4	100.0
Total	11	42.3	100.0	
Not applicable	15	57.7		
Total	26	100.0		

Source: Own survey data, 2017

Participants from BLIP and IPDC were asked to express their level of agreement whether the park has clearly defined objectives and directions or not. The survey result showed that 5(45.5%) respondents agreed and 4(36.4%) respondents strongly agreed that the park has clearly defined objectives and direction whereas 1(9.1 %) participant disagreed and 1(9.1 %) was neutral.

Vision and mission: The vision and mission of the park should closely align with the mid to long term economic development strategies and the policy to promote national strategic industries. They should also be clearly defined and stated. Question regarding the existence of clearly defined and stated vision and mission was addressed to participants from BLIP and IPDC group. Accordingly all (100%) responded their answer to the question as rated yes indicating that the park has clearly defined and stated vision and mission.

m) Availability of defined roles & responsibilities

Table 4.13 Availability of defined roles & responsibilities

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Agree	7	26.9	63.6	63.6
Strongly Agree	4	15.4	36.4	100.0
Total	11	42.3	100.0	
Not applicable	15	57.7		
Total	26	100.0		

Source: Own survey data, 2017

With regard to question pertaining to the existence of clearly defined roles and responsibilities of the BLIPM, 7 (63.6%) respondents agreed and 4 (36.4%) respondents strongly agreed with the statement. In a summary, all participants confirmed that the roles and responsibilities of BLIPM are clearly understood by all staff member.

Availability of One Stop Shop Service

Providing services to investors through a 'single window' (one stop shop service) allows an accelerated registration of investors, the necessary documents, issue operating licenses and submit proposals on investor-friendly schemes in the territory of IP. Question regarding the existence of one stop shop services was addressed to the survey participants. Accordingly, out of the total survey, 64.7% of the participants responded their answer to the question as rated yes indicating that the park has one stop shop services and 35.3% responded their answer to the question as rated no. Additionally, participants who said no commented that, even if there is OSS at the park, there are some services which should be available like weighbridge. As a

result, they are forced to go outside to park to get the service. Some participants also said that since the capacity is limited, the OSS service is too slow to get the services needed.

Satisfaction of the Tenants

Participants from the investors group were asked whether they are satisfied by the services provided by the BLIPM. About 75% of the participants described that they are satisfied by the services provided. Some participants (25%) responded that they are not satisfied by the services provided for the BLIPM is not responsive enough to the need of the investors.

Gaps Identified

According to the information obtained from the interview, lack of experience in park management was identified as a major gap.

Existence of Parks Left Vacant

As stated in the literature, IP programs continue to proliferate and many continue to under-deliver due to poor management. To take just a few examples, in some African countries industrial parks are often known to stand mostly empty even after many years. A number of IP in Afghanistan, for example, supported by various donors either didn't become operational or failed to attract demand. In this study participants from the BLIP and IPDC group were asked if there are any spaces left vacant in the park. All (100%) gave their answer by rate of no.

4.2. Study Result and Discussion of Challenges of BLIP in Managing the Park

In order to identify challenges of BLIPM in managing the park a list of preliminary major challenges was created based on literature review and discussions held with BLIP officials and experts. The following are a list of major possible challenges: Supporting policy from government, state support, legislative basis, allocation of funds & budget from government, legal status and availability & accessibility of resources.

a) Availability of supporting policy from Government

Table 4.14 Availability of supporting policy from Government

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	1	3.6	14.3	14.3
Agree	2	7.8	28.6	42.9
Strongly Agree	4	15.6	57.1	100
Total	7	27	100	
Not applicable	19	73		
Total	26	100		

Source: Own survey data, 2017

Consistent political leadership at the highest level is critical to the success of IP programs. One of the most important success factors for IP programs is strong support and active commitment to the program at highest levels of political leadership. Developing supporting policy for the parks and supporting and follow up in implementing the policy has to be the primary agenda of a government while developing industrial parks.

Institutionally and strategically, successful industrial park programs have been an integrated component of a long-term national growth policy framework. The successful East Asian countries situated their industrial park within a clear industrial policy framework (Biruk Gizaw, 2015).

In this study participants from BLIP management team and IPDC officials were asked to describe their level of agreement with the statement: "There is supporting policy to the park from the government". The survey result shows that 2 (28.6%) respondents reported that they agreed with the statement and 4 (57.1%) respondents reported that they strongly agreed with the statement. Additionally, one (14.3%) participant disagreed with the statement. Results for

this study showed that there is supporting policy to the park from the government .In this case the issue is not regarded as a challenge to the BLIPM.

b) Government fund & allocation of budget

Table 4.15 Government fund & allocation of budget

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	1	3.8	14.2	14.2
Agree	3	11.5	42.9	57.1
Strongly Agree	3	11.5	42.9	100.0
Total	7	26.9	100.0	
Not applicable	19	73.1		
Total	26	100.0		

Source: Own survey data, 2017

The management body's main challenge to development is the difficulty in obtaining sufficient financial support. In order to finance the development of infrastructure and facilities in and around the park budget has to be allocated to the park. The experience of some countries show that the park receives an annual budget from the government under which it is established, and may receive grants from the government for the administrative activities. It can also have separate development and operational funding pools under its management. Budget allocation from the central government also contributed to the success of a park. The IP management body needs funding to carry out the management and development of the productive area. Participants from the BLIP management team and IPDC officials were asked to describe their level of agreement with the statement: "The government funds and allocates budget to the park". Findings from this survey indicated that 3(42.9%)

participants agreed and also 3(42.9%) participants strongly disagreed with the statement. In this study allocation of budget was also not found to be a challenge to the park.

c) Availability & accessibility of resources

Table 4.16 Availability & accessibility of resources

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	1	3.8	9.1	9.1
Neutral	5	19.2	45.5	54.6
Agree	4	15.4	36.3	90.9
Strongly Agree	1	3.8	9.1	100
Total	11	42.2	100	
Not applicable	15	57.8		
Total	26	100		

Source: Own survey data, 2017

Industrial park development programs that focus on comparative advantage can quickly attract investment. Comparative advantages includes, low cost labor and large supply of labor, low cost manufacturing location, natural resources ,availability on input etc. In view of that participants from investors group were asked to express their opinion about the availability and accessibility of resources. It was found that4(36.3%) respondents agreed and 1(9.1%) respondent strongly agreed that resources are available and accessible. Likewise, 5 (45.5%) respondents were neutral and one (9.1%) participant expressed disagreement with the statement.

d) Infrastructure facilities

Table 4.17 Availability of Infrastructure facilities

	Frequency	Percent	Percentage of respondents	Cumulative Percent
Disagree	8	30.8	57.2	57.2
Agree	6	23	42.8	100
Total	14	53.8	100	
Not applicable	12	46.2		
Total	26	100		

Source: Own survey data, 2017

The development of the infrastructure and facilities of the park is one of the primary factors in attracting investors into the park. Infrastructure facilities are necessary for efficient development of industrial parks-ports, roads, water supply facilities; railroads, communications, electrical facilities, the state, local government or the suppliers of such facilities first shall provide assistance. Because of poor infrastructure, there will be high operational cost, poor environmental practices, and cause pollution and traffic congestion. Everything must be perfect-transport, power, water, waste water and solid treatment, internet, etc. Guarantee of no power failure by local government or IP having multiple power supply options. Participants from BLIP management team and investors group were asked if all the needed infrastructure facilities are fulfilled to the park. More than half, 8 (57.2%) participants reported that all the needed infrastructure facilities are not fulfilled while 6 (42.8%) participants reported that all the needed infrastructure facilities are fulfilled to the park. In this survey, lack of infrastructure facilities was found to be a challenge to the park.

External Factors Affecting to Manage BLIP

Participants from BLIP and IPDC group were interviewed to identify the major external factors that hinder BLIP in managing. The participants mentioned that unavailability of budget of its(the park) own, lack of transportation facility, Interruption of power, workers turnover ,lack of skilled man power, poor quality of infrastructure and logistics are the major external factors that hinders to manage BLIP effectively.

Internal Factors Affecting to Manage BLIP

Participants from BLIP and IPDC group were interviewed to identify the major internal factors that hinder BLIP in managing. The participants mentioned that lack of sufficient training and experience sharing,poor capacity of OSS offices,lack of experience in managing the park and lack of strong organizational structure are the major internal factors that hinders to manage BLIP effectively.

Other Challenges

The newness of the IP, some nonfunctional OSS services,cultural differences between investors and workers, and lack of sufficient budget were the other challenges of BLIPM that are mentioned by the participants.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

The purpose of this study is to assess management practices and challenges of Bole lemi industrial park.

In this study it has been seen that lack of transportation facility, Interruption of power, workers turnover ,lack of skilled man power, poor quality of infrastructure and logistics are the major external factors that hinders to manage BLIP effectively.

This study also identified that even though budget is allocated from the government, it is not managed by the park. This hinders the management body of BLIP to provide and act the needed services and facilities.

Lack of sufficient training and experience sharing, poor capacity of OSS offices ,lack of experience in managing the park and lack of strong organizational structure are the major internal factors that hinders to manage BLIP effectively.

It is therefore, this thesis has identified those internal and external challenges of Bole Lemi Industrial Park, with the purpose of providing an input with a clear description of these challenges to the sector management and other stakeholders to improve the quality and productivity standards of Bole Lemi Industrial Park in Addis Ababa.

5.2. Conclusion of the Study

With the initial thrust/goal/effort to collect information related to BLIPM challenges and the industrial park management practices, survey findings revealed that improvements have been made by the management team in attracting investors to the park, monitoring companies towards environmental protection and in promoting the park.

The major conclusion of this study is that, as the industrial park management concept and practices is new for Ethiopia, experience of the developed countries should be shared and trainings of technical qualified personnel management is needed to ensure effective management to industrial park.

The finding of this research also shows that there appears to be more responsiveness, guidance and support to the tenants, initiative to cut waste and pollution.

Additionally, governance structure, objectives, directions, vision, mission, roles and responsibilities are clearly defined and stated.

Even though the management team has skill to manage the park, having rich experience in park management has not been achieved yet. This study suggests that as industrial park management concept is new for our country, experience should be shared from other countries and trainings of qualified personnel in management is needed to ensure effective management of industrial park.

In this study, it has been seen that there is one stop shop service to some extent, but there are some services that are not fully operational/ functional. Moreover, the existing OSSis very slow in providing the services. As a result, the investors are forced to stay for a long period of time to get the services

The finding of this research also shows that there appears to be more supporting policy from the government .This finding may indicate that the government is determined to development of industrial park.

In this study, even though budget is allocated from the government, it is not managed by the park. This hinders the management body of BLIP to provide and act the needed services and facilities.

Additionally, resources are available and accessible to some extent. But in this study, it has been seen that skilled human resources are not found easily and seen as a challenge.

Regarding infrastructure facilities, results suggest that poor quality and not properly functioning of the already existing infrastructure are a challenge.

In this study, lack of transportation, interruption of electric power, employee turnover, lack of skilled manpower, poor infrastructure facilities and logistics have been seen as major external factors that affect in managing BLIP.

Major challenges including lack of training and experience sharing, poor capacity of one stop shop (OSS), less efficiency in delivering the expected services to the investors and lack of experience in managing the park were identified as major internal factors that affect in managing BLIP. It is hoped this could serve as an input for BLIP management and other concerned stakeholders to improve their production and service quality.

This research does not provide necessary data on the Eco Industrial park (EIP) management as the concept of the EIP management is quite new. Lack of assessing what has been done in EIP management is the main limitation of this study but could be an opportunity for future research.

5.3. Recommendations

Based on the research findings, the followings have been recommended:

- Since the industrial park management concept is new for Ethiopia and BLIP, experience should be shared from other countries and adequate technical and managerial trainings is crucial for the park management and employees.
- Even though there is one stop shop service to some extent, this study suggests that the remaining one stop service (OSS) facilities should be started and the capacity of the already existing services have to be enhanced. One of the advantages of industrial park is that all facilities have to be in one place (at the park). In line with this fact, companies working at the park should not go to the various licensing authorities found in different parts of Addis Ababa city and could process all land investment and operational licensing issues within the industrial park.
- The system and organization of the park, coordination activity, and procedural support to tenants are the issues that should be improved.
- In this study, even though budget is allocated from the government, it is not managed by the park. This hinders the management body of BLIP to provide and act the needed services and facilities. In order to carry out the management activities and to finance the development of infrastructure and facilities in and around the park, this study recommends that the budget allocated from the central government to the park need to

be managed by the park itself. The park has to receive an annual budget from the government under which it is established.

- Resources are available and accessible to some extent. But in this study, it has been observed that skilled human resources who manage the park are not easily available which is a challenge. It needs to be facilitated and arranged by the park management.
- Regarding industrial infrastructure facilities, results suggest that poor quality and improper functioning of the already existing infrastructure were observed. The industrial park is expected to include all on-site infrastructures such as power, water, drainage, sewerage, connections to waste treatment plant and telecommunications, connecting roads and on-site pre-built facilities.
- Thus the study suggests improved quality of infrastructure should be maintained by allocating sufficient budget to the infrastructure, by granting the project to well experienced and reliable body and by conducting close supervision. This issue needs the attention of BLIPM, stakeholders and the government.

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APPENDIX A

Appendix A. Survey Questions



Addis Ababa Science and Technology University

College of Natural and Social Science

Dear Sir/Madam;

The purpose of this study is to assess the management practices and challenges of Bole Lemi Industrial park and to provide recommendation research based data for policy makers and all stakeholders as a requirement for the completion of MSC degree in Industrial management from Addis Ababa Science and Technology University.

Your voluntary participation in providing accurate answer to the survey question is an added value to complete this research successfully. The responses will strictly be used for academic purposes and will be kept confidentially.

Sincerely,

Daniel Teshome

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Demographic characteristics of respondents

1. Age Below 20 years ☐

20 - 30 years ☐

31-40 years ☐

41-45 years ☐

Above 45 years ☐

2. Sex Male ☐

Female ☐

3. Educationalbackground Diploma ☐

Bachelor's degree ☐

Master's degree ☐

Ph.D. ☐

4. Educational qualification-----

5. Work experience Below 5years ☐

5-10 years ☐

11-15 years ☐

Above 15 years ☐

6. Your current major role, occupation or position in the company.

Questionnaire to Industrial Park Development Corporation management team (IPDC)

The following questions aim to assess & identify practices of Bole Lemi industrial park management

Describe your level of agreement with the following statements

1. The management body of Bole Lemi industrial park is operating to effectively manage the park.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

2. The performance of the industrial park management is excellent.

a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

3. The industrial park management is playing effectively its role in attracting investors.

a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

4. The managerial skill of the park is capable enough to manage the park.

a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

5. Are there any parks (shades) left vacant (unoccupied)?

☐ a. Yes ☐ b. No

6. If your answer for Q no. 5 is yes, how many are they and what do you think about the causes not to be occupied?

7. The industrial park management is efficient.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

8. The industrial park management body is acting as a central coordinator to facilitate investors' interaction with various government agencies.

☐ Strongly Agree ☐ Agree c. ☐ Neutral ☐ Disagree ☐ Strongly Disagree

9. Is there a one –stop shop (OSS) service at the park?

☐ a. Yes ☐ b. No

10. The industrial park management is promoting the internal and external communication among companies, institutions and other stakeholders.

a. Strong ☐ Agree b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strong ☐ Disagree

11. The performance of the companies, working at the park, towards environmental protection is being monitored.

☐ Strongly Agree ☐ Agree c. ☐ Neutral ☐ Disagree ☐ Strongly Disagree

12. There is effective interaction b/n industrial park management and staff and other stakeholders.

☐ Strongly Agree ☐ Agree c. ☐ Neutral ☐ Disagree ☐ Strongly Disagree

13. Is there any gap in managing the industrial park?

☐ a. Yes ☐ b. No

14. If your answer for Q no. 13 is yes, would you specify?

15. In the park, the skill and experience of the management staff is excellent.

☐ Strongly Agree ☐ Agree c. ☐ Neutral ☐ Disagree ☐ Strongly Disagree

The following questions aim to identify challenges and barriers to manage Bole lemi industrial park.

Describe your level of agreement with the following statements

16. There is supporting policy for the park from the government.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

17. There are state supports to the park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

18. The government funds and allocates budget for the park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

19. Are there any other challenges in managing the park?

☐ Yes ☐ No

20. If your answer for Q no 19 is yes, would you specify?

21. Comments, suggestions, etc... (If any)

Questionnaire to Investors/tenants at BLIP

The following questions aim to assess & identify practices of Bole lemi industrial park management

Describe your level of agreement with the following statements

1. Tasks of the management body support the investors at the park.

☐ Strongly Agree ☐ Agree c. ☐ Neutral d. ☐ Disagree e. ☐ Strongly Disagree

2. The performance of the industrial park management is excellent.

a. ☐ Strongly Agree b. ☐ Agree c. ☐ Neutral d. ☐ Disagree e. ☐ Strongly Disagree

3. The management body is disseminating and communicating with investors.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

4. The industrial park management is playing effectively its role in attracting investors.

a. ☐ Strongly Agree b. ☐ Agree c. ☐ Neutral d. ☐ Disagree e. ☐ Strongly Disagree

5. Efforts are being exerted by the management body to promote the industrial park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

6. The managerial skill of the park is capable enough to manage the park.

a. ☐ Strongly Agree b. ☐ Agree ☐ Neutral ☐ Disagree e. ☐ Strongly Disagree

7. What is being done in maintaining /retaining the existing investors?

8. The industrial park management is responsive.

☐ Strongly Agree ☐ Agree c. ☐ Neutral ☐ Disagree e. ☐ Strongly Disagree

9. The industrial park management is efficient.

☐ongly Agree ☐gree c ☐utral ☐isagree ☐rongly Disagree

10.The industrial park management provides guidance and support so that the companies could carry out their business smoothly.

☐ongly Agree b ☐ree c ☐utral ☐isagree e ☐ongly Disagree

11.There is procedural support for the investors of the park.

☐ongly Agree b. Agr ☐ c. Neu ☐ d. Dis ☐ e. Stro ☐ Disagree

12. The industrial park management has initiative to cut waste and pollution in managing more sustainable industrial areas.

☐ongly Agree ☐gree c ☐utral ☐isagree ☐rongly Disagree

13.The park has well-arranged systems and organizations.

☐ongly Agree ☐gree c ☐utral ☐isagree ☐rongly Disagree

14.The industrial park management body is acting as a central coordinator to facilitate investors' interaction with various government agencies.

☐ongly Agree ☐ree ☐eutral ☐isagree ☐rongly Disagree

15.Is there a one- stop shop service?

☐sb.No ☐

16.If your answer for question no. 15 is no, how is affecting your company?

17.What services are provided for the companies working at the park?

18.Are you satisfied by the services provided by the park?

☐Yes ☐No

19.If your answer for Q. no 18 is no, what is the reason of your dissatisfaction?

20.The industrial park management is promoting the internal and external communication among companies, institutions and other stakeholders

☐Strongly Agree ☐Agree ☐Neutral ☐Disagree ☐Strongly Disagree

21. The performance of companies, working at the park, towards environmental protection is being monitored.

☐Strongly Agree ☐Agree ☐Neutral ☐Disagree ☐Strongly Disagree

22.There is excellent r/n ships b/n the industrial park management body and the companies operating in the park.

☐Strongly Agree ☐Agree ☐Neutral ☐Disagree ☐Strongly Disagree

23.There is effective interaction b/n industrial park management and staff and other stakeholders.

☐Strongly Agree ☐Agree ☐Neutral ☐Disagree ☐Strongly Disagree

24.Is there any gaps in managing the industrial park?

☐Yes.No ☐

25.If your answer for Q no. 24 is yes, would you specify ?

The following questions aim to identify challenges and barriers to manage Bole lemi industrial park.

Describe your level of agreement with the following statements

26. Resources are available & accessible in the region to the companies working at the park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

27. All the needed infrastructure facilities are fulfilled.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

28. Comments, suggestions, etc... (If any)

Questionnaire to BLIP Management Team

The following questions aim to assess & identify practices of Bole lemi industrial park management

Describe your level of agreement with the following statements

1. The management body is operating to effectively manage the park.

a. Strong ☐ agree b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strong ☐ disagree

2. The management body is disseminating and communicating with investors.

☐ Strongly Agree ☐ Agree c ☐ Neutral ☐ Disagree ☐ Strongly Disagree

3. What types of services are provided for the companies working at the park?

4. What is the role of industrial park management in attracting investors?

5. Efforts are being exerted by the management body to promote the industrial park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

6. Are there any parks (shades) left vacant (unoccupied)?

a. Yes ☐ b. No ☐

7. If your answer for Q no. 6 is yes, how many are they and what do think about the causes not to be occupied?

8. What is being done in attracting new investors to the park?

9. What is being done in maintaining /retaining the companies working at the park?

10.The industrial park management has initiative to cut waste and pollution in managing more sustainable industrial areas.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

11.The park has well-arranged systems and organizations.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

12.Is there a one- stop shop (OSS) service?

☐ a. Yes ☐ b. No

13.If your answer for Q.no 12 is no, what are the reasons?

14.The industrial park management is promoting the internal and external communication among companies, institutions and other stakeholders.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

15.The performance of investors(industries) towards environmental protection are being monitored.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

16.There is excellent r/n ships b/n the industrial park management body and the companies operating in the park.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

17.There is effective interaction b/industrial park management and staff and other stakeholders.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

18. Are there any gaps in managing the industrial park?

☐ Yes ☐ No

19. If your answer for Q. no. 18 is yes, would you specify the gaps?

20. The park has clear objectives and direction.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

21. Does the park have shared vision and mission?

☐ Yes ☐ No

22. The park has well defined roles and responsibilities.

☐ a. Strongly Agree ☐ Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

23. The park has governance structure.

☐ a. Strongly Agree ☐ Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

24. In the park, the skill and experience of the management staff is excellent.

☐ Strongly Agree ☐ Agree ☐ c. Neutral ☐ Disagree ☐ e. Strongly Disagree

The following questions aim to identify challenges and barriers in managing Bole lemi industrial park.

Describe your level of agreement with the following statements

25. There is supporting policy for the park from the government.

☐ Strongly Agree ☐ Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

26. All the needed infrastructure facilities are fulfilled.

☐ Strongly Agree ☐ Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

28. There is state support to the park.

☐ Strongly Agree ☐ Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

29. The government funds and allocates budget to the park.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree

30. What are the external factors that affect in managing the park?

31. What are the internal factors that affect in managing the park?

32. Is there any other challenges in managing the park?

☐ a. Yes ☐ b. No

33. If your answer for Q no 33 is yes, would you specify?

34. Comments, suggestions, etc... (If any)

Questionnaire to experts & staff both at BLIP and IPDC

The following questions aim to assess & identify practices of Bole lemi industrial park management

Describe your level of agreement with the following statements

1. The industrial park management is playing effectively its role in attracting investors.

a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

2. Are there any parks/shades left vacant (unoccupied)?

a. Yes ☐ b. No ☐

3. If your answer for Q no. 2 is yes, how many are they and what do you think about the causes for not to be occupied?

4. New investors are attracted to the park.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

5. What is being done in maintaining / retaining the companies working at the park?

6. The industrial park management provides guidance and support so that the companies working at the company could carry out their business smoothly.

☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

7. In the park, there is procedural support to the investors working at the park.

☐ a. Strongly Agree ☐ b. Agree ☐ c. Neutral ☐ d. Disagree ☐ e. Strongly Disagree ☐

8.The industrial park management have initiative to cut waste and pollution in managing more sustainable industrial areas.

☐ongly Agree ☐gree ☐eutral ☐sagree ☐rongly Disagree

9.The park has well-arranged systems and organizations.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

10.The industrial park management body is acting as a central coordinator to facilitate investors' interaction with various government agencies.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

11.The industrial park management is promoting the internal and external communication among companies, institutions and other stakeholders.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

12.The performance of the companies towards environmental protection is being monitored.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

13.There is excellent r/n ships b/n the industrial park management body and the companies operating in the park.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

14.There is effective interaction b/n industrial park management and staff and other stakeholders.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

15. The park has clear objectives and direction.

☐ongly Agree ☐ree ☐eutral ☐sagree ☐rongly Disagree

16. Does the park has shared vision and mission?

☐sb.No ☐

17.The park has well defined roles and responsibilities.

☐ongly Agree ☐ree ☐utral ☐sagree ☐rongly Disagree

18.The park has governance structure.

☐ongly Agree b ☐ree c ☐utral d ☐sagree e ☐ongly Disagree

19. In the park, the skill and experience of the management staff is excellent.

a.Strong ☐gree b.Agree ☐ c. Neutra ☐ d. Disagr ☐ e. Strong ☐isagree

Interview questions to experts& staff at BLIP and IPDC

The following interview questions aim to identify challenges and barriers to manage Bole lemi industrial park.

1. Is there any challenge in managing the park?
2. If your answer is yes, would you specify?
3. What are the external factors that affect in managing the park?
4. What are the internal factors that affect in managing the park?
5. Are there any gaps in managing the industrial park?
- 6 If your answer is yes, would you specify?
7. Comments, suggestions, etc... (If any)

APPENDIX B.

Table B1.Industrial park institution by type

Industrial park institution	Frequency	Percent	Percentage of respondents	Cumulative percent
Mgt team/BIP	3	11.54	11.54	11.54
Expert/BIP	2	7.7	7.7	19.24
Staff/BIP	1	3.85	3.85	23.09
Mgt team/Investors	5	19.23	19.23	42.32
Staff/Investors	6	23.10	23.10	65.42
Mgt team/IPDC	4	15.38	15.38	80.8
Expert/IPDC	3	11.50	11.50	92.3
Staff/IPDC	2	7.7	7.7	100
Total	26	100	100	

Part I-Challenges

Table B2.Crosstabulation of results for availability & accessibility of resources by institution and major role

Institution	Major role	Availability & accessibility of resources					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/Investor	Human resource manager	0	1	2	0	0	3
	Import & export manager	0	0	1	0	0	1
	Marketing manager	0	0	0	1	0	1
Expert/Investor	Human resource & legal representative	0	0	1	0	0	1
Staff/Investor	Senior accountant	0	0	1	0	0	1
	Human resource staff	0	0	0	2	1	3
	Work study officer	0	0	0	1	0	1
	TOTAL	0	1	5	4	1	11

Table B3.Crosstabulation of results for infrastructure facilities by institution and major role

Institution	Major role	Infrastructure facilities					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	1	0	1
	Administrator	0	1	0	0	0	1
	Construction supervisor	0	1	0	0	0	1
	TOTAL	0	2	0	1	0	3
Mgt team/Investor	Human resource manager	0	3	0	0	0	3
	Import & export manager	0	1	0	0	0	1
	Marketing manager	0	0	0	1	0	1
Expert/Investor	Human resource & legal representative	0	1	0	0	0	0
Staff/Investor	Senior accountant	0	1	0	0	0	1
	Human resource staff	0	0	0	3	0	3
	Work study officer	0	0	0	1	0	1
	TOTAL	0	6	0	5	0	11

Table B4.Crosstabulation of results for supporting policy from Government by institution and major role

Institution	Major role	Supporting policy from Government					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	0	0	1	1
	Construction supervisor	0	0	0	1	0	1
	TOTAL	0	0	0	1	2	3
Mgt team/IPDC	Operation & industrial park mgt D/CEO	0	0	0	0	1	1
	Head of procurement dept	0	0	0	1	1	2
	Head of planning ,monitoring & evaluation dept	0	1	0	0	0	1
	TOTAL	0	1	0	1	2	4

Table B5.Crosstabulation of results for Government fund & allocation of budget by institution and major role

Institution	Major role	Government fund & allocation of budget					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	1	0	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
	TOTAL	0	0	0	3	0	3
Mgt team/IPDC	Operation & industrial park mgt D/CEO	0	0	0	0	1	1
	Head of procurement dept	0	1	0	0	1	2
	Head of planning ,monitoring & evaluation dept	0	0	0	0	1	1
	TOTAL	0	1	0	0	3	4

Part II-Assessment

Table B6.Crosstabulation of results for role in attracting investors by institution and major role

Institution	Major role	Role in attracting investors					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Expert/BLIP	Customer service senior expert	2	0	0	0	0	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	2	0	0	1	0	3
Mgt team/Investor	Human resource manager	0	2	0	1	0	3
	Import & export manager	0	0	0	1	0	1
	Marketing manager	0	0	0	0	1	1
Staff/Investor	Human resource & legal representative	0	0	0	1	0	1
	Senior accountant	0	0	0	1	0	1
	Human resource staff	0	0	0	3	0	3
	Work study officer	0	0	0	1	0	1
	TOTAL	0	2	0	8	1	11
Mgt team/IPDC	Operation & industrial park mgt D/CEO	0	0	0	0	1	1
	Head of procurement dept	0	0	0	1	1	2
	Head of planning ,monitoring & evaluation dept	1	0	0	0	0	0
Expert/IPDC	Human Resource expert	0	0	0	1	0	1
	Senior customer service expert	0	0	0		1	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	1	0	0	0	1
	Senior accountant	0	1	0	0	0	1
	TOTAL	1	2	0	3	2	8

Table B7.Crosstabulation of results for managerial skill and experience by institution and major role

Institution	Major role	Managerial skill and experience					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	1	0	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
Expert/BLIP	Customer service senior expert	0	0	0	1	1	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	0	0	0	5	1	6
Mgt team/Investor	Human resource manager	0	0	1	2	0	3
	Import & export manager	0	0	1	0	0	1
	Marketing manager	0	0	0	0	1	1
Staff/Investor	Human resource & legal representative	0	0	0	1	0	1
	Senior accountant	1	0	0	0	0	1
	Human resource staff	0	0	1	1	1	3
	Work study officer	0	0	0	0	1	1
	TOTAL	1	0	3	4	3	11
Mgt team/IPDC	Operation & industrial park mgt D/CEO	0	0	0	1	0	1
	Head of procurement dept	0	2	0	0	0	2
	Head of planning ,monitoring & evaluation dept	0	1	0	0	0	1
Expert/IPDC	Human Resource expert	0	1	0	0	0	1
	Senior customer service expert	0	1	0	0	0	1
	Planning & business development expert	0	0	1	0	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	0	0	1	0	1
	TOTAL	0	5	1	3	0	9

Table B8.Crosstabulation of results for Initiation to cut waste and pollution by institution and major role

Institution	Major role	Initiation to cut waste and pollution					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	0	0	0	3	3	6
Mgt team/Investor	Human resource manager	0	0	2	1	0	3
	Import & export manager	1	0	0	0	0	1
	Marketing manager	0	0	0	0	1	1
Staff/Investor	Human resource & legal representative	0	0	0	1	0	1
	Senior accountant	0	0	1	0	0	1
	Human resource staff	0	0	0	0	3	3
	Work study officer	0	0	0	0	1	1
	TOTAL	1	0	3	2	5	11

Expert/IPDC	Human Resource expert	0	0	1	0	0	1
	Senior customer service expert	0	0	0	0	1	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	0	1	0	0	1
	Senior accountant	0	0	1	0	0	1
	TOTAL	0	0	3	1	1	5

Table B9.Crosstabulation of results for monitoring of companies towards environmental protection by institution and major role

Institution	Major role	Monitoring of companies towards environmental protection					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	1	0	0	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	0	1	1
Expert/BLIP	Customer service senior expert	0	0	0	1	1	2
Staff/BLIP	General service officer	0	0	1	0	0	1
	TOTAL	0	0	2	2	2	6
Mgt team/Investor	Human resource manager	0	0	1	1	1	3
	Import & export manager	1	0	0	0	0	1
	Marketing manager	0	0	1		0	1
Expert/Investor	Human resource & legal representative	0	0	0	1	0	1

Staff/Investor	Senior accountant	0	0	1	0	0	1
	Human resource staff	0	0	0	3	0	3
	Work study officer	0	0	0	0	1	1
	TOTAL	1	0	3	5	2	11
Mgt team/IPDC	Cooperation & industrial park mgt D/CEO	0	0	0	1	0	1
	Head of procurement dept	0	0	0	2	0	2
	Head of planning ,monitoring & evaluation dept	0	0	0	1	0	1
Expert/IPDC	Human Resource expert	0	0	0	1	0	1
	Senior customer service expert	0	0	1	0	0	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	0	1	0	0	1
	TOTAL	0	0	2	7	0	9

Table B10.Crosstabulation of results for responsiveness by institution and major role

Institution	Major role	Responsiveness					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/Investor	Human resource manager	0	0	1	2	0	3
	Import & export manager	0	0	0	1	0	1
	Marketing manager	0	0	0	0	1	1
Expert/Investor	Human resource & legal representative	0	0	0	1	0	1
Staff/Investor	Senior accountant	0	0	0	1	0	1
	Human resource staff	0	0	0	2	1	2
	Work study officer	0	0	0	1	0	1
	TOTAL	0	0	1	8	2	11

Table B11.Crosstabulation of results for guidance and support by institution and major role

Institution	Major role	Guidance and support					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	0	0	0	1	2	3
Mgt team/Investor	Human resource manager	0	0	1	2	0	3
	Import & export manager	0	0	0	1	0	1
	Marketing manager	0	0	0		1	1
Expert/Investor	Human resource & legal representative	0	0	0	1	0	1
Staff/Investor	Senior accountant	0	0	1	0	0	1
	Human resource staff	0	0	1	2	0	3
	Work study officer	0	0	0	0	1	1
	TOTAL	0	0	3	6	2	11
Expert/IPDC	Human Resource expert	0	0	1	0	0	1
	Senior customer service expert	0	0	0		1	1
	Planning & business development expert	0	0	1	0	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	1	0	0	0	1
	TOTAL	0	1	2	1	1	5

Table B12.Crosstabulation of results for acting as a coordinator by institution and major role

Institution	Major role	Acting as a coordinator					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Expert/BLIP	Customer service senior expert	1	1	0	0	0	2
Staff/BLIP	General service officer	0	0	1	0	0	1
	TOTAL	1	1	1	0	0	3
Mgt team/Investor	Human resource manager	0	1	1	0	1	3
	Import & export manager	0	0	1	0	0	1
	Marketing manager	0	0	0	1	0	1
Expert/Investor	Human resource & legal representative	0	0	0	1	0	1
Staff/Investor	Senior accountant	1	0	0	0	0	1
	Human resource staff	0	0	0	2	1	3
	Work study officer	0	0	0	1	0	1
	TOTAL	1	1	2	5	2	11
Mgt team/IPDC	Cooperation & industrial park mgt D/CEO	0	0	0	0	1	1
	Head of procurement dept.	0	1	0	1	0	2
	Head of planning ,monitoring & evaluation dept	0	1	0	0	0	1
Expert/IPDC	Human Resource expert	0	0	0	1	0	1
	Senior customer service expert	0	0	0	0	1	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	1	0	0	0	1
	Senior accountant	0	0	0	1	0	1
	TOTAL	0	3	0	4	2	9

Table B13.Crosstabulation of results for promotion institution and major role

Institution	Major role	Promotion					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	1	0	0	1
	Construction supervisor	0	0	0	1	0	1
	TOTAL	0	0	1	1	1	3
Mgt team/Investor	Human resource manager	0	0	1	2	0	3
	Import & export manager	0	0	0	1	0	1
	Marketing manager	0	0	0	0	1	1
Expert/Investor	Human resource & legal representative	0	0	0	1	0	1
Staff/Investor	Senior accountant	0	0	1	0	0	1
	Human resource staff	0	0	0	1	2	3
	Work study officer	0	0	0	1	0	1
	TOTAL	0	0	2	6	3	11

Table B14.Crosstabulation of results for procedural support institution and major role

Institution	Major role	Procedural support					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	1	0	0	1
	TOTAL	0	0	1	0	2	3
Mgt team/Investor	Human resource manager	0	1	2	0	0	3
	Import & export manager	0	0	0	0	1	1
	Marketing manager	0	0	0	1	0	1
Expert/Investor	Human resource & legal	0	0	0	1	0	1

	representative						
Staff/Investor	Senior accountant	1	0	0	0	0	1
	Human resource staff	0	0	1	2	0	3
	Work study officer	0	0	0	1	0	1
	TOTAL	1	1	3	5	1	11
Expert/IPDC	Human Resource expert	0	0	1	0	0	1
	Senior customer service expert	0	0	0	1	0	1
	Planning & business development expert	0	0	1	0	0	1
Staff/IPDC	Human resource development officer	0	0	1	0	0	1
	Senior accountant	0	0	0	0	1	1
	TOTAL	0	0	3	1	1	5

Table B15.Crosstabulation of results for system and organization institution and major role

Institution	Major role	system and organization					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	1	0	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	1	0	0	1
Expert/BLIP	Customer service senior expert	1	0	1	0	0	2
Staff/BLIP	General service officer	0	0	1	0	0	1
	TOTAL	1	0	3	2	0	6
Mgt team/Investor	Human resource manager	0	0	2	1	0	3
	Import & export manager	0	1	0	0	0	1
	Marketing manager	0	0	1	0	0	1

Expert/Investor	Human resource & legal representative	0	1	0	0	0	1
Staff/Investor	Senior accountant	0	0	0	0	1	1
	Human resource staff	0	0	0	0	3	3
	Work study officer	0	0	0	1	0	1
	TOTAL	0	2	3	2	4	11
Expert/IPDC	Human Resource expert	1	0	0	0	0	1
	Senior customer service expert	0	0	0	0	1	1
	Planning & business development expert	0	1	0	0	0	1
Staff/IPDC	Human resource development officer	0	0	1	0	0	1
	Senior accountant	0	1	0	0	0	1
	TOTAL	1	2	1	0	1	5

Table B16.Crosstabulation of results for defined objectives & directions institution and major role

Institution	Major role	Defined objectives & directions					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	0	0	0	3	3	6
Expert/IPDC	Human Resource expert	0	0	1	0	0	1
	Senior customer service expert	0	0	0	0	1	1

	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	1	0	0	0	1
	TOTAL	0	1	1	2	1	5

Table B17.Crosstabulation of results for defined roles & responsibilities institution and major role

Institution	Major role	Defined roles & responsibilities					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	0	1	0	1
	TOTAL	0	0	0	3	3	6
Expert/IPDC	Human Resource expert	0	0	0	1	0	1
	Senior customer service expert	0	0	0	0	1	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	0	0	1	0	1
	TOTAL	0	0	0	4	1	5

Table B18.Crosstabulation of results for governance structure institution and major role

Institution	Major role	Governance structure					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Mgt team/BLIP	Customer relation coordinator	0	0	0	0	1	1
	Administrator	0	0	0	1	0	1
	Construction supervisor	0	0	0	1	0	1
Expert/BLIP	Customer service senior expert	0	0	0	0	2	2
Staff/BLIP	General service officer	0	0	1	0	0	1
	TOTAL	0	0	1	2	3	6
Expert/IPDC	Human Resource expert	0	0	0	1	0	1
	Senior customer service expert	0	0	0	0	1	1
	Planning & business development expert	0	0	0	1	0	1
Staff/IPDC	Human resource development officer	0	0	0	1	0	1
	Senior accountant	0	0	1	0	0	1
	TOTAL	0	0	1	3	1	5

Table B19. List of participants categorized by role and institution

Institution		Role	Number
Industrial park	Mgt team	Customer relation coordinator	1
		Administrator	1
		Construction supervisor	1
	Expert	Customer service senior expert	2
	Staff	General service officer	1
Investors	Mgt team	Human resource manager	3
		Import & export manager	1
		Marketing manager	1
	Staff	Human resource & legal representative	1
		Senior accountant	1
		Human resource staff	3
		Work study officer	1
IPDC	Mgt team	Operation & industrial park mgt D/CEO	1
		Head of procurement dept	2
		Head of planning ,monitoring & evaluation dept	1
	Expert	Human Resource expert	1
		Senior customer service expert	1
		Planning & business development expert	1
	Staff	Human resource development officer	1
		Senior accountant	1
Total			26